



**IREX is an international nonprofit organization providing leadership and innovative programs to improve the quality of education, strengthen independent media, and foster pluralistic civil society development. Founded in 1968, IREX has an annual portfolio between \$45 million and \$50 million and a staff of over 500 professionals worldwide. IREX and its partner IREX Europe deliver cross-cutting programs and consulting expertise in more than 50 countries.**

## **SUPPORTERS**

U.S. Department of State (DOS)  
Bureau of Educational and Cultural Affairs (ECA)  
Middle East Partnership Initiative (MEPI)  
Bureau of Intelligence and Research,  
Title VIII Program (INR)  
Bureau of Democracy, Human Rights, and Labor (DRL)  
U.S. Agency for International Development (USAID)  
European Commission  
British Foreign & Commonwealth Office, (FCO),  
Global Opportunities Fund  
Institut für Auslandsbeziehungen  
Media-Im-Pakt  
United Nations Educational, Scientific and  
Cultural Organization (UNESCO)  
United National Development Programme (UNDP)  
World Bank  
The Starr Foundation  
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## **INDEFINITE QUANTITY CONTRACTS AND LEADER WITH ASSOCIATE AWARDS**

Assistance to Basic Education/Basic Education (ABE/BE)  
Assistance to Basic Education/Linkages to Education  
and Health (ABE/LINK)  
Building Recovery and Reform through Democratic  
Governance (BRDG)  
dot-EDU for Information and Communications  
Technology (ICT) in Learning Systems  
dot-ORG for Extending Information and Communications  
Technology (ICT) Access to the Under-Served  
Focus on Results: Enhancing Capacity across Sectors  
in Transition (FORECAST)  
Global Civil Society Strengthening Partnership (GCSS)  
Regional Democracy Initiative (REDI)  
Support Which Implements Fast Transition (SWIFT) I & II  
Women in Development (WID) - Technical Assistance  
for USAID Anti-Trafficking Activities



We have taken the best practices and lessons gained from our experience in Europe and Eurasia to address the unique issues and challenges in the Middle East, Africa, and Asia.

### **LETTER FROM THE IREX PRESIDENT**

Today, IREX is a growing international organization with a nearly \$50 million portfolio encompassing education, independent media, and civil society development through partnership, consultation, training, academic and professional exchange, and research.

The world has dramatically changed since 1968, when IREX began working in the Soviet Union and Eastern Europe. We have taken the best practices and lessons gained from our experience in Europe and Eurasia to address the unique issues and challenges in the Middle East, Africa, and Asia.

Together with IREX Europe and our many local partners around the globe, IREX seeks programming opportunities that strengthen local communities, promote good governance, train the next generation of democratic leaders, and enhance knowledge in critical areas of social, economic, and public policy development.

IREX Highlights represents the growth of our organization and the impact of IREX and IREX Europe's programs to address grassroots and global issues.

A handwritten signature in black ink that reads "Mark G. Pomar". The signature is written in a cursive, flowing style.

Mark G. Pomar  
President



## strengthening communities

The collaboration of citizens, nongovernmental organizations (NGOs), governments, and educational institutions yields partnerships that can address social issues and improve the quality of life for communities.

CPP is absolutely different than other projects providing the first community forum in our town. Now, people understand the importance of citizen participation and the long-term opportunities for people to be involved in training and making changes in their community.

— Ana from Rezina, Moldova

## CITIZEN PARTICIPATION

More than 50 citizen and community grant projects across Moldova, the poorest nation in Europe, help communities improve their infrastructure and facilities, provide social services, and generate income and jobs for disenfranchised citizens. **The Citizen Participation Program (CPP)** and the hard work of Moldovan communities have resulted in new central heating and plumbing systems for schools and hospitals, roads and water wells in communities, cultural centers with Internet access, health services for the elderly, and entrepreneurial initiatives for economic development. Training on community mobilization by IREX's network of Moldovan civic trainers leverages the small grants. This changes the mindset of citizens to see beyond the individual project and create a positive dynamic for the good of the community.

Public service programs such as the **U.S.-Russia Volunteers Initiative (USRVI)** and the **Russian-U.S. Young Leadership Fellows for Public Service Program (YLF)** demonstrate the value and impact of volunteerism as well as the positive role that youth can play within communities. Community volunteerism is also a core component of the **Eurasian Undergraduate Exchange (UGRAD)** and **Edmund S. Muskie Graduate Fellowship** programs. Alumni continue their volunteerism to create grassroots activities that support community-driven development, often through follow-on grants. Projects have included the development of HIV/AIDS hotlines, rural ecotourism and conservation projects, online communities for children with disabilities, volunteer festivals for youth, anti-smoking social marketing campaigns, and anti-trafficking programs. Youth leadership drives stronger peer-to-peer mentoring in areas such as HIV/AIDS education, cultural preservation, youth development, volunteer management, information technology, conflict resolution, and environmental conservation.

A decade of **ProMedia Regional** projects and the country program **Democracy and Governance in Albania**, in collaboration with the National Democratic Institute (NDI), have supported civic journalism initiatives that contribute to improving lives in local communities. The Albanian television series, *Heroes*, depicts common citizens taking action to improve their own communities. The shows inspire others to take action. For example, after one episode on a local orphanage, the community responded with support and offers of adoption. In western Ukraine, Vezha TV learned about corporate social responsibility from its U.S. partner, TV station WBDJ-7 in Virginia, through the **Ukraine Media Partnerships Program (UMPP)**. Vezha produced and broadcast a public service announcement for a local retirement home that was short of funds and in need of drastic renovation. The campaign led to an overwhelming community response with financial and in-kind donations for renovations and the partnership of 19 local businesses to purchase supplies for the retirement home.

The **Kosovo Civil Society Project (KCSP)** is working with local NGOs to create an infrastructure for transparent grant-making and training by Kosovar institutions. An NGO Resource Center and community funding mechanisms support coalition-driven advocacy campaigns, training, and funds to support the long-term sustainability of the civil society sector and its representation of its citizen constituencies. More than a dozen partnership and networking grants have been made to support collaboration among local NGOs, policy dialogue with government, as well as citizen initiatives for community development, advocacy, public awareness, and conflict mitigation.



## SOCIAL DEVELOPMENT

Since 1995, the **Internet Access and Training Program (IATP)** has provided free Internet access and training through a network of 85 Community Technology Centers in 11 countries across Eurasia. IREX and local partners have worked together to make these centers accessible to individuals with disabilities and expand outreach so that everyone has equal access to information. More than 17,000 individuals visit IATP sites each month. In addition to services that target professionals in education, library science, research, law and civic education, IATP promotes initiatives specifically for people with disabilities that include Web site development for the hearing and sight impaired, computer skills training, and professional development. IREX also works with organizations supporting disability rights and social integration, like Mucedek Alemi (The World of the Disabled) in Kazakhstan (<http://www.mucedekalemi.freenet.kz>). Together, they create and develop a Web presence, organize trainings, expand marketing and fundraising, and build online professional and social networks.

The **Assistance to Russian Orphans Program (ARO)** is one of the first large-scale NGO programs for the prevention of child abandonment and abuse in Russia. IREX, in cooperation with The National Foundation for the Prevention of Cruelty to Children (NFPCC), has established stable, long-term partnerships between child welfare NGOs and local government. These organizations collaborate to leverage scarce resources, improve social services, and promote legislative, educational and programmatic reform at local, regional, and federal levels. Since 2002, nearly 250 new services for at-risk children and families have been created through more than 150 NGOs and government institutions in the Tomsk, Novgorod, Magadan, Khabarovsk, Irkutsk, and Tver regions. As a result, ARO has provided assistance to more than 40,000 abandoned and abused children. ARO has also launched more than 30 early intervention projects for children with disabilities. These initiatives ensure the proper diagnosis of disabled children at an early age, develop home and community-based rehabilitation programs, and improve children's chances of entering an integrated, mainstreamed educational system.



The trafficking of persons for forced labor and sexual exploitation has become a critical global issue. Many women, men, and children who migrate in search of a better life often unknowingly become the victims of traffickers. Since 2001, IREX and local partners across southeastern Europe, Eurasia, and Asia have conducted assessments and implemented anti-trafficking activities in more than 15 countries. IREX works to increase the sustainability and effectiveness of interventions by fostering multi-sector community partnerships among NGOs, law enforcement, and government agencies. These community-based networks identify and facilitate placement of at-risk individuals in jobs and training opportunities that present viable alternatives to risky work abroad during the most vulnerable and receptive periods of their lives. The **Trafficking Prevention and Information Dissemination Program (TPID)** in Russia adapts the successful network of Crises Centers for Women in Russia (WCC) established by IREX in 1998 to build local capacity to address social issues. The program penetrates major trafficking corridors to deliver anti-trafficking information, education, and support services that can empower women with the skills and knowledge to avoid the risks of trafficking schemes.

IREX's training model **Working with Media to Advocate for Change** builds on the intrinsic relationship between media and social development. The workshops help NGOs use their statistics, facts, and stories to produce newsworthy and poignant human profiles. At the same time, journalists develop professional and investigative skills for reporting on sensitive social issues to educate the public about issues such as human trafficking, violence against women and children, as well as the prosecution of such perpetrators. Under the **South Asia Regional Initiative/Equity Support Program (SARI/Q)** through the **Global Civil Society Strengthening Partnership (GCSS)** led by the Academy for Educational Development (AED), IREX held media workshops focusing on the topic of violence against women and children. In attendance were journalists and NGO leaders from Afghanistan, Bangladesh, India, Nepal, Pakistan, and Sri Lanka. The workshops produced a body of published news articles and features as well as a virtual professional network of

journalists and NGOs reaching from Islamabad to Katmandu to Dhaka. Articles can be viewed on [www.sariq.org/news.asp](http://www.sariq.org/news.asp).

## CULTURAL AND RELIGIOUS PLURALISM

IREX leverages the interactive dynamics of technology and international exchanges to build cooperation and promote understanding within communities and across cultures. Through the **Iraq Media Assistance Program**, IREX and its partner IREX Europe have worked with Al-Iraqiya, Iraqi Media Network's (IMN) TV channel and IMN Radio to better serve its public service mandate through balanced current affairs programming such as *Our Constitution* and *Elect Iraq!* The programs provide intensive public debate on the pivotal issues surrounding the new Iraqi Constitution and the national elections. An innovative daily, one-hour regional news and current affairs show is in development (working title *On Euphrates and Tigris*) to connect Baghdad via satellite with Al-Iraqiya's studios in the various regions from Mosul to Basra. Viewers in the Shia region will watch events in Kurdistan while Kurds will follow stories in the Sunni region, so that the national public broadcaster truly reflects the diversity of the Iraq.

The **Cultural and Religious Pluralism Program** brought 60 clerics, NGO leaders, and religious scholars and educators from 12 communities across Uzbekistan to the United States, where they visited different American communities and engaged in scholarly discussions with American counterparts. Topics included religious freedom, the relationship between church and state, and the various roles played by religious leaders in their communities. These interactions help to advance international understanding of religion and culture. After returning to Uzbekistan, participants enhanced their role as community leaders. Some opened centers for tolerance and religious diversity, youth, and women. Many made presentations about their U.S. trip to their congregations as well as throughout the region or participated in TV interviews and online discussions through IATP Internet access sites.



## promoting good governance

Good governance relies on a transparent and effective process of decision-making and policy implementation whereby an active, pluralistic civil society works with government to address public policy issues and ensure accountability to citizens and constituents.



## POST CONFLICT CHALLENGES

After the fall of the Hussein regime, the Iraqi media sector, with little experience in professional independence and in an environment of ongoing violence, faced the challenges of a faltering economy and unstable government. The **Iraq Civil Society and Media Support Program**, under a project led by America's Development Foundation (ADF), has helped Iraqis set up the first independent news agency in the Arab world, the National Iraqi News Agency (NINA) ([www.ninanews.com](http://www.ninanews.com)). After only five months of operations, 1,200 NINA stories per month were running in more than 50 Iraqi media outlets, providing professional and impartial news. IREX has also assisted the Iraqi Media Network (IMN), the former state media outlet and the country's largest broadcaster, to develop true public service principles and programming. An independent watchdog group, Iraqis for Independent Public Broadcasting, now advocates for professional standards in news and current affairs programming, while promoting legislation that would give IMN independence from government influence.

Since 1995, as countries in the Balkans and Eurasia emerged from political conflict and economic transition, **ProMedia Regional** projects have established the foundations for professional news reporting within the private and public media sectors at the national and local levels. IREX works with partners to support the production of current affairs and civic programming, legal reform, training in media management, journalism education, new media, and advocacy for media freedoms. The fifth annual **Media Sustainability Index (MSI)** (<http://www.irex.org/msi/index.asp>) analyzes the media sectors across 20 countries in the region and highlights the impact of independent media development and broader reform. Central Europe has largely solidified the gains of transition to create a sustainable, independent

media sector. Southeastern Europe has made significant strides as the quality of journalism improves and independent media show signs of sustainability. However, Central Asia, the Caucasus, and Russia remain stagnant and in some cases have experienced backsliding as governments seek greater control over the media.

The **Hague Tribunal Project** creates opportunities for print, television, and radio journalists from Bosnia and Herzegovina, Croatia, Kosovo, Montenegro, and Serbia to report firsthand from The Hague on the tribunal's events, decisions, and implications. A shared-use uplink van and equipment supplied by IREX and managed by regional stations help media outlets broadcast the trials live and send news reports to their home stations. Daily reports have included interviews with leading lawyers, witnesses, and experts. The project has led to hundreds of articles and broadcast stories produced by reporters on the scene, thus providing citizens in the region access to a tribunal taking place a thousand miles away.

## FIGHTING CORRUPTION AND ELECTIONS REPORTING

Corruption damages a country's democracy by distorting the political process and removing citizens from their role in governance. Like other IREX media projects, the **ProMedia Regional** projects have placed a special emphasis on investigative journalism by providing resources for journalists and supporting efforts to conduct in-depth and entrepreneurial journalism. The Investigative Journalism Web site ([www.investigativejournalism.org](http://www.investigativejournalism.org)) houses resources on investigative reporting for more than 800 subscribers from 37 countries. Managed by a leading regional news agency, the Clean Hands Web site ([www.korupcija.org](http://www.korupcija.org)) averages 25,000 visits per month and features reporting on the investigations and prosecutions of corruption cases in the region.

The broadcast media's investigative capacity remains largely limited. And until these factors are properly and adequately addressed, the broadcast journalist will continue to concentrate on the coverage of mundane campaign events and photo opportunities without much attention on party and campaign financing.

— *Imoni Mac Amarere, General Manager of Africa Independent Television*

IREX also supports local TV broadcasters and news teams to produce television series such as the Bulgarian program *Na Chisto*. Modeled loosely on American investigative news show formats, episodes probe cases of corruption in Bulgarian society, aiming to reduce corruption through public exposure and professional journalism. One year after the end of **ProMedia Bulgaria**, the local Bulgarian partner Broadcast Training Center-ProMedia (BTC) continues to produce *Na Chisto*, which is broadcast over a network of nine stations throughout the country, including NOVA TV, a national private broadcaster. Numerous televised reports have resulted in the prosecution or correction of corrupt practices, such as the illegal awarding of university degrees to high-level officials and their family members, procurement and issuance of government contracts, misappropriation of funds by public institutions, and business negligence, thus demonstrating that the rule of law can and will be enforced. The **Bulgaria Judicial Strengthening Initiative (JSI)**, led by East-West Management Institute, increases the transparency of judicial operations and decision-making. IREX and BTC work with local and national media throughout Bulgaria to improve reporting on and media access to the judiciary, raise public awareness of the judicial reform process, and provide training and consulting to develop effective press relations departments within judicial bodies.

IREX's **Media Training for Election Reporting** helps journalists and media outlets provide informative and balanced coverage of topics such as political financing, electoral processes, candidate and party platforms, and public opinion. In collaboration with IFES, IREX held a series of workshops on news coverage and the monitoring of political financing in Nigeria. The training, focused on the next scheduled elections in 2007, helped develop the skills of journalists to track funds used by candidates and political parties during the elections. Independent, professional media reporting plays a key role in promoting transparency and political accountability to fight corruption.

#### **POLICYMAKING**

The **US-Russia Experts Forum** demonstrates the value and role of independent research in the policymaking process, building upon IREX's nearly 40 years of experience. Russian representatives from think tanks, government, and academia collaborate with U.S. policy researchers to develop policy statements and white papers for publication, conferences, and speaking tours. While in the United States, Russian researchers meet with U.S. policymakers, for example, the U.S. House of Representatives, Committee on International Relations, which provides the Russian researchers with insight into how lawmakers access, organize, and use the vast quantities of policy research and documents available. The forum helps



researchers understand how they can approach policy-makers to address critical issues such as economic reform, rule of law, effective political institutions, and multi-track diplomacy to further government discussions at the G8 level.

Another cornerstone of governance is strengthened through IREX's portfolio of **Civil Society Development Projects in Russia, Central Asia, and Kosovo**. The Russian NGO sector faces challenges under new legislation, while Kosovar and Central Asian NGOs seek to establish credibility with government officials and the public. IREX creates the forums in which the government and NGOs can put advocacy principles into action and build professional trust. Throughout the regions, civic education campaigns, including those that target first-time voters and women, engage citizens in the political process not only at the polls, but also through civic activism within the general community. Through training, forums, and other advocacy activities, NGOs incorporate the concrete strategies and examples from organizations in other countries to better serve as advocates on behalf of their constituents.



This government expects NGOs to play a major role in the social and economic development of Tajikistan. We have to trust each other more or this could be a step back from democracy.

— *Isomiddin Salokhitdinov, Senior Advisor to the President of Tajikistan*



## fostering leadership

Leadership results from a lifetime of learning and opportunity, starting at the primary and secondary level, developing through higher education, and advancing with professional training.



## INTERNATIONAL EDUCATION

Leadership development has been at the core of IREX's work since 1968. Each year, IREX receives more than 10,000 applications for the competitive and prestigious **Eurasian Undergraduate Exchange (UGRAD)** and **Edmund S. Muskie Graduate Fellowship (MUSKIE)** programs. UGRAD and MUSKIE support academic study at about 200 large and small, public and private American colleges and universities in nearly all 50 states. As part of their study abroad in the United States, in addition to excelling in their academic studies, making friends, and learning about America, students significantly contribute to their host communities through volunteer work with such organizations as the American Red Cross, Habitat for Humanity, Special Olympics, Head Start, and Big Brothers Big Sisters of America. The UGRAD and MUSKIE experiences are rounded out with practical internships in the business, government, and nonprofit sectors. Students have worked with a variety of employers, including ABC News in Houston, Texas, U.S. congressional offices, Amnesty International, Chevron, and the California Department of Health Services.

At the graduate and postgraduate levels, **Individual Advanced Research Opportunities**, **Short Term Travel Grants**, and the **Embassy Policy Specialists Programs** support American scholars, professionals, and graduate students for overseas research on historical and contemporary political, economic, and cultural developments relevant to U.S. foreign policy. Since 1968, more than 6,000 IREX American fellows have developed research to advance academic, corporate, and governmental understanding of world affairs.

## PROFESSIONAL DEVELOPMENT

Arab businesswomen and lawyers participating in the **U.S. Business Internship Program for Young Middle Eastern Women (MEPI BIP)** build stronger leadership skills for their future careers in the region. U.S. host companies also benefit as managers become mentors and long-term collaboration between American and Middle Eastern enterprises is strengthened. To date, approximately 80 businesswomen and lawyers from 17 countries across the Middle East and North Africa have taken MBA-level coursework in management, finance, and business strategy, and held professional development internships at Fortune 500 companies, law firms, and small and medium-sized companies across the United States.

Media professionals from the Middle East and North Africa (MENA) have various professional development opportunities in media management and television production through the **MENA MEDIA Program**. The **Emerging Leaders Fellowship** is open to middle- and senior-level media managers and supervisors to enhance their professional skills and expand their exposure to media business best practices through training seminars and internships with U.S. media outlets. The **TV Production Fund** awards small grants to regional independent media outlets, production companies, and individuals for productions on locally oriented topics covering human interest stories, as well as political and business issues.

*My experience at CISCO gave me the opportunity to view the company from an HR perspective and made me aware of the importance of human capital management.*

*— Hind, MEPI BIP Intern from Morocco*



## GIRLS' EDUCATION AND WOMEN'S LEADERSHIP

**Global Connections and Exchange** launched **Tech Age Girls** to encourage women's leadership in the field of technology. A core group of 15 young Uzbekistani technology pioneers—girls ages 12 to 16—now serve as trailblazers around the country. Participants are matched with a female mentor and participate in an intensive training program in Web design and leadership skills that culminates in the creation of their own Web sites and an internship. When they return home, the girls mentor their peers to implement new projects in their schools and communities. The success of Tech Age Girls is spreading to IREX programs in Turkmenistan and Ukraine.

To further women's economic and social participation, IREX women's leadership and empowerment programs are interdisciplinary and practical. Through education, job counseling, and technical skills training, women and young girls are more prepared to improve their lives as well as the lives of people in their communities. The **Yemen Women's Leadership Program (YWLP)**, a joint IREX/IREX Europe project, works with young women, ages 22 to 25, to build technical and professional skills for leadership roles in civil society and media. Through the Girls World Communication Center (GWCC) and other women's NGOs, 100 young women have the opportunity to gain essential technical and life skills through training and work-study opportunities. To sustain the impact of this training, small grants are awarded to 20 civil society and media projects developed by the participants.

As part of the **Kosovo Media Assistance Program (KMAP)**, IREX and EnCompass LLC released the *Survey of Women and Ethnicity in the Media in Kosovo* that gathered baseline census data and perceptions of Kosovar journalists on the status of women and ethnicity in the media. Kosovar women represent on average about one third of all media employees in Kosovo and are underrepresented in management. The results help to identify obstacles to and opportunities for women's progress in the field. Data was gathered through online surveys and a series of focus group interviews with media managers, editors, and female journalists of different ethnicities, representing responses from 108 journalists from 39 media organizations located throughout Kosovo. Since 1997, IREX has supported the development of professional and financially sustainable independent media to help provide citizens across Kosovo with the objective news and information necessary to participate in democratic and free market institutions. An important component is the integration of gender and ethnicity in the media in Kosovo. This is done by improving reporting on gender and ethnic/interethnic issues and professional development to generate corresponding leadership opportunities for women and ethnic minorities within the community.



I've become a much more serious person. I now realize that I shouldn't question my ability to do something, but should simply do it with confidence.

— Emma, Tech Age Girl from Karshi, Uzbekistan



## enhancing knowledge

Since 1968, IREX has made long-term commitments through professional partnerships and the exchange of ideas to produce best practices for the field of international development.



## TEACHER TRAINING IN PRIMARY AND SECONDARY EDUCATION

Since 1998, IREX's portfolio of **Curriculum Development and Teacher Training** programs has developed numerous teacher curriculum and methodological manuals reaching more than 10,000 teachers, school administrators, and pre-service education faculty. In Armenia, teacher trainer corps members have provided training to in-service teachers from 600 primary and secondary schools around the country. Several of the manuals developed by IREX for primary and secondary education are being incorporated into the Armenian national curriculum standards. More than 60 percent of IREX-trained teachers in Armenia have received Ministry of Education awards. In Azerbaijan, more than 50 faculty members and 1,000 pre-service teachers from 10 pedagogical institutions of higher education have been trained in new techniques. In the middle schools, more than 100 clinical faculty members have become mentors.

The launch of the **International Educators Program (IEP)** brings outstanding secondary teachers from Southeast Asia, the Near East, and South Asia to the United States to develop expertise in their subject areas, enhance their teaching skills, and increase their knowledge about American culture. Through academics, experiential learning, and professional networks, educators learn new ways to present content and assimilate innovative methods to teach students from diverse social backgrounds. Small grants are issued for collaborative projects between American schools and schools overseas.

**Global Connections and Exchange** builds technology resources for education by establishing school-based Internet centers that provide Internet service and technology training for teachers. In Uzbekistan, more than 230,000 students, teachers, and community members use the 60 school-based Internet centers located around

the country. As a result, hundreds of teachers now use interactive approaches to learning in order to foster students' critical thinking skills. Teachers also contribute to the national curriculum by creating lesson plans that incorporate interactive methods and the use of technology. More than 450 lesson plans are available through the education portal at <http://www.connect.uz>.

## UNIVERSITY MANAGEMENT AND CURRICULUM DEVELOPMENT

Since 2001, the **University Administration Support Program (UASP)** has helped to improve the administration and management of universities across Russia and Eurasia. Over the past five years, more than 30 university administrators from 18 Russian universities and the Ministry of Education and Science have spent 10 weeks at American public universities focusing on university management topics. More than 25 of these administrators received competitive grants to jump-start university reform projects in their home institutions. Grants have helped revamp strategic planning systems, create technology transfer offices, and improve university community and alumni relations practices.

In Ukraine, IREX Europe is part of a consortium led by the BBC World Service Trust to improve the standards of journalism education at Ukrainian institutions of higher education. The project **Improving Journalism Education at Ukrainian Universities** is establishing a foundation for long-term professional exchange and educational reform in the field of journalism. Improved curricula and teaching skills, textbooks, and stronger links between students and the media industry will pioneer education reform in Ukraine, bringing journalistic education practices in line with European Union standards under the Bologna Declaration of 1999.

On multiple fronts, the Uzbek government attempted to silence independent voices that tried to provide details about the Andijan events. In this way, whatever modicum of hope the media sector in Uzbekistan might have had for growth largely disappeared with the events of May 13.”

— *Uzbek panelist, Media Sustainability Index 2005*

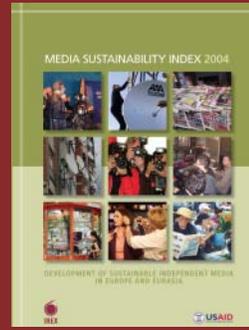
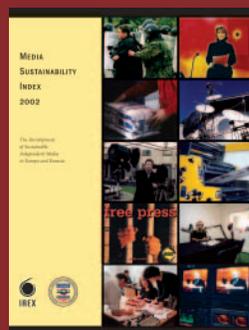
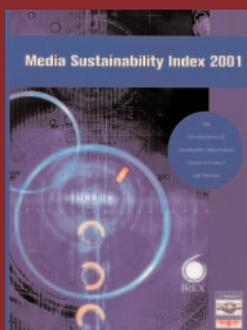
## **BENCHMARK RESEARCH AND APPLIED KNOWLEDGE MANAGEMENT**

The fifth annual **Media Sustainability Index (MSI)** (<http://www.irex.org/msi/index.asp>) was published in 2005, mapping five years of change in the media sectors of 20 countries across Europe and Eurasia. Panels of experts from each country are drawn from representatives of local media, nongovernmental organizations (NGOs), professional associations, international donors, and media-development implementers. The groups assess five primary objectives that shape a successful media system: free speech, professional journalism, plurality of news sources, business management, and supporting institutions. IREX will continue to publish the MSI reports in 2006, 2007, and 2008 and is expanding the MSI to the Middle East and Africa in 2006 and 2007.

IREX’s experience and expertise have resulted in a library of knowledge encompassed in various **Training Modules and Programs** that are adapted to meet the specific needs and issues of the country or community where a project is being implemented. A **Step-by-Step Technology Training Program** used for the **Internet Access**

**and Training Program (IATP)** across Eurasia covers Internet and computer skills for self-paced instruction. Other training tools include teacher training methodologies, women’s leadership, anti-trafficking, media training for NGOs, reporting on elections and judicial affairs, investigative journalism, train the trainers, and alumni relations. The knowledge base of IREX has also been strengthened through the creation of IREX Europe, which creates unique partnership opportunities to enhance existing programs and to continue initiatives after initial funding sources are reduced.

The **IREX Small Grants Fund** supports the entrepreneurial and civic spirit across the full spectrum of IREX programming and provides seed funds to community initiatives and organizations. Through a competitive process, grants are awarded to promote the engagement of civil society in public life, professionalism and independence of the media, and the quality and access to education. The grants sustain the application of knowledge gained through IREX programs to build leadership and community commitment for these initiatives.



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## PHOTO CAPTIONS

### Cover

Baku, Azerbaijan

### Page 2

USRVI volunteers from Russia participate in the AIDS Walk in Washington, DC as part of their public service internships with American HIV/AIDS organizations.

### Page 4

*top:* <http://www.mugedekalemi.freenet.kz> provides information and features the accomplishments of people with disabilities in Kazakhstan.

*middle:* Russian orphans learn computer skills and socialize with other children at a local community center.

*bottom:* Clerics and community leaders meet in Qarshi, Uzbekistan in front of the 16th century Kok Gumboz Mosque 111.

### Page 5

*top:* Our Constitution, an Iraqi current affairs program - from concept to broadcast

### Page 6

A Croatian journalist reports from the International Criminal Tribunal for the former Yugoslavia (ICTY) in The Hague.

### Page 7

*left:* An Iraqi media team enters Tikrit.

*right:* Ciste Ruke, Clean Hands Web site (<http://www.korupcija.org>), is a media resource increasing transparency and fighting corruption.

### Page 8

*left:* Media Training on Elections Reporting in Nigeria

*right:* Boyko Stankushev of the Bulgarian investigative TV program, Na Chisto

### Page 9

*top:* Satellite dishes dot the Pristina skyline.

*bottom:* Students distribute voter education materials in Georgia.

### Page 10

UGRAD undergraduate exchange students from Central Asia meet at an IREX orientation.

### Page 11

*left:* Abu Dhabi Television station in Dubai, United Arab Emirates

*middle:* Leila Laouti, a MEPI BIP participant from Algeria during her internship at AIG in New York

*right:* Muskie graduate exchange students from Central Asia visit the National Archives in Washington, DC.

### Page 12

*top:* Media City in Dubai, United Arab Emirates

*bottom:* A young woman learns computer skills at the Yemeni Women's Union Women's Center in Amran.

### Page 13

*left:* Logos from Tech Age Girls Ukraine and Tech Age Girls II Uzbekistan

*middle:* Leonora Fejza and Liridona Lluka, journalists from Radio Dukagjini, Prishtina, Kosovo

*bottom:* Yemeni NGO leaders plan an outreach campaign during an IREX workshop.

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Armenian teachers participate in practical exercises and discuss curriculum and teaching methodologies at an IREX training event.

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*left:* Teachers and students work together with their American counterparts on online projects through the Global Connections and Exchange program in Uzbekistan.

*right:* In preparation for the University Administration Support Program's (UASP) expansion into China, IREX President, Dr. Mark Pomar, and Dr. Bruce Johnstone, State University of New York Distinguished Professor of Higher and Comparative Education, host a Chinese delegation of university administrators and Ministry of Education officials for a discussion on the US higher education system.

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